



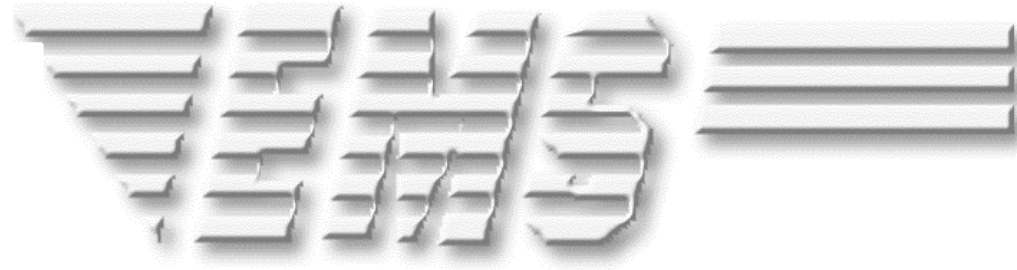
**Dennis Delehanty**  
**Candidate for UPU Deputy Director General**  
**Caribbean Postal Union Conference**  
**San Juan, Puerto Rico 23 May 2012**

## Postal experience

- First postal job: 18 years old in Boston in 1970
- Part-time letter carrier and postal clerk, 1971-1977
- International Postal Affairs, U.S. Postal Service, 1979-1985
- EMS Expert, UPU International Bureau, Bern, 1986-1992
- International Postal Affairs Program Manager, USPS, 1993-2003
- Director for Postal Affairs, U.S. Department of State, 2004-present



Montevideo 1985



- EMS Expert at IB  
Operational Guide, catalog of standards (bar codes and tracking systems), EMS symposia secretary, lecturer
- Chairman, EMS Contract Management Team, 1995-1998
- Founder and Chairman of the EMS Cooperative, 1998-2003
  - Report cards, EMS awards, Pay-for-performance, IPS Light, Rugby system, operational audits, training, website, etc.



APPU, Manila 1996

# Roles and accomplishments in the UPU

**2005-2008**

- Chairman of Results Based Management for the UPU Strategic Planning Group

**2005-2010**

- Member of the Quality of Service Fund Board of Trustees

Chairman of Fund's Finance and Investment Committee

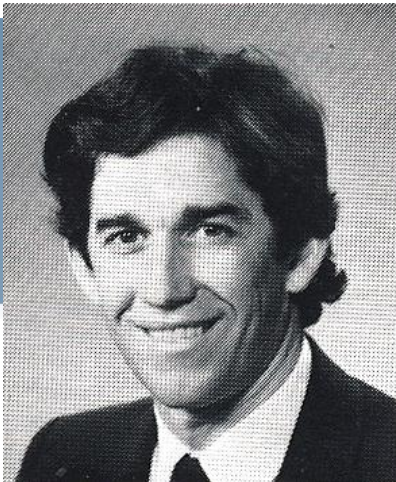
**2009-2011**

Human Resources Reflection Group Chair





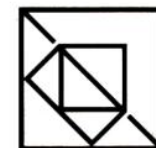
- **Seven** UPU Congresses, starting in 1979 in Rio de Janeiro
- All UPU Councils, from 1986 to present
- **Five** Congresses of the Postal Union of the Americas, Spain and Portugal since 1981
- 12 of 14 annual Caribbean Postal Union Conferences
- Asia-Pacific Postal Union, PostEurop, Pan-African Postal Union, and countless working groups and conferences



International Postal Affairs  
Specialist

Fonctionnaire attaché

Liste  
des  
participants



XIX<sup>e</sup> Congrès  
de l'Union  
postale  
universelle  
Hamburg 1984

# Postal Sector: Challenges and opportunities

- Growing services, e.g., parcels and e-commerce
- Growth challenges, particularly letter post
- Core products vs. diversification
- Evolving technology
- Postal security and standards
- Investment in infrastructure
- Regulatory developments



# Role of UPU and International Bureau

- Member countries drive decisions ...  
... but how to make faster decisions?
- Crucial IB role to serve the member countries
- Standardization of information – and more efficient delivery of information?
- Channels of communication – foster contacts among operators and regulators
- How to modernize UPU  
Convention and procedures?



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or google “international postal policy”**



**Caribbean Postal Union Conference, Curacao 2011**